

E/ICEF/Organization/Rev.2
Chapter I/Section D
27 October 1993

**ORGANIZATION OF THE SECRETARIAT OF THE
UNITED NATIONS CHILDREN'S FUND**

CHAPTER I. NEW YORK HEADQUARTERS

Section D. External Relations Group

The present section describes the current functions and organization of the External Relations Group, which includes the Programme Funding Office, the Division of Information, the Division of Public Affairs and Greeting Card and related Operations (GCO).

I. NEW YORK HEADQUARTERS

D. External Relations Group

The External Relations Group includes the Programme Funding Office, the Division of Information, the Division of Public Affairs, Greeting Card and related Operations (GCO), the external relations functions of the Geneva Office and the UNICEF offices at Tokyo and Sydney. The Group is coordinated by the Deputy Executive Director, External Relations. Although reporting directly to the Executive Director, the Office of the Secretary of the Executive Board participates in the work of the External Relations Group.

Programme Funding Office

General functions and responsibilities

The Programme Funding Office coordinates UNICEF relations with donor Governments through continuous liaison with their permanent missions and in capital cities. This also includes permanent observers to the United Nations. The Office acts as the formal liaison between donor Governments, principally in industrialized countries, and the UNICEF secretariat regarding programme cooperation, UNICEF priorities and future needs, and assists the Executive Director and his deputies in contacts with Governments in industrialized countries. The Office, together with the Division of Public Affairs, is the focal point in industrialized countries for the follow-up to the World Summit for Children. In this capacity, the Office endeavours to stimulate development cooperation benefiting women and children through the Organisation of Economic Cooperation and Development's Development Assistance Committee machinery and contacts with individual donors.

The Office supports the Executive Director in overall fund-raising for UNICEF. It has direct responsibility for all funding from Governments and intergovernmental organizations, as well as for specific project funding from the private sector, including National Committees for UNICEF and non-governmental organizations (NGOs).

The responsibilities of the Office are:

(a) To support the Executive Director in developing strategies for relations with each of the industrialized countries;

(b) To serve as the corporate focal point for post-Summit follow-up in the industrialized countries, together with the Division of Public Affairs (which deals with children in industrialized countries). In this connection, the Programme Funding Office reviews, analyses and reports on actions taken regarding development aid review;

(c) To support the Executive Director in policy guidance, policy coordination and conceptual support in all aspects of fund-raising, particularly the preparation and implementation of fund-raising strategies for increasing financial resources from traditional donors and potential new sources of funding, and, in this connection, the development of funding targets and income projections, together with the Division of Financial Management;

(d) To support the Executive Director in raising funds for UNICEF general resources, coordinating UNICEF relations with donor Governments and maintaining continuous liaison with Governments in their capitals and with their permanent missions to the United Nations, as well as with permanent observers to the Organization;

(e) To support the Executive Director in raising supplementary funds for UNICEF programmes of cooperation and, in this connection, to ensure the provision of periodic reports to donors on substantive progress of programme activities undertaken as the result of the availability of additional supplementary resources and the utilization of funds provided by them; to maintain close contacts with donors through continuous liaison with permanent missions to the United Nations in New York and through periodic visits to donor countries to discuss overall relations with a specific focus on funding arrangements and to negotiate agreements relating to supplementary funding, as well as to discuss progress of funded activities; and to maintain close contacts with National Committees. The Office is also encouraging the active involvement of field offices in this process, since many donor agencies have decentralized decision-making in the field;

(f) To support the Executive Director in raising funds for emergency programmes and coordinate emergency appeals in cooperation with the Office of Emergency Programmes;

(g) To coordinate UNICEF involvement in the annual United Nations Pledging Conference for Development Activities with the United Nations Secretariat, donor countries and field offices;

(h) To coordinate the "debt relief for children" initiative with field offices, Governments, National Committees and financial institutions;

(i) To act as the formal liaison between donor Governments and the Programme Division and field offices regarding UNICEF programme cooperation, priorities, implementation and further needs;

(j) To coordinate New York headquarters clearance of all agreements or official exchanges of letters to be signed (either at New York headquarters or in the field) between UNICEF and donors;

(k) To ensure, together with the Division of Financial Management and other divisions, UNICEF compliance with policies and procedures that govern supplementary funding;

(l) To issue annually the Compendium of contributions by main donors and to collect and maintain up-to-date information on actual and potential donors;

(m) To gather information from donor Governments, National Committees and other international organizations and, based on this information, to produce donor profiles;

(n) To maintain a computerized system for monitoring the funding status of all projects for supplementary funding, including the status of negotiations with all donors;

(o) To participate in UNICEF programme strategies, previews and reviews, to assist in the finalization of project proposals for submission to donors, to maintain a "library" of projects and to produce the "sales book" (UNICEF Proposals for Supplementary Funding) each year;

(p) To prepare visits to donor countries by the Executive Director to approach high-level government and other donor groups and to promote greater interest in and financial support for UNICEF work for children;

(q) To arrange and coordinate visits to UNICEF field offices by representatives from donor countries and National Committees, as well as visits to donor capitals by UNICEF field representatives;

(r) To handle certain protocol functions for UNICEF.

Division of Information

General functions and responsibilities

The Division of Information - at headquarters locations in New York, Geneva and Tokyo - advises on information and education for development policy issues, carries out global media, information and education for development programmes and provides support in its area of competence to the organization world wide. The Division speaks on behalf of the organization and works to create a better public understanding of children's issues and to generate moral and financial support for them. It promotes the image and concerns of UNICEF and issues affecting children and women.

Through its interaction within headquarters and with National Committees for UNICEF, field offices, international media, educators, NGOs and other allies, the Division plays a vital role in strengthening advocacy and fund-raising and in providing information support to all country and regional offices. It provides information support for fund-raising, handles media relations and produces and co-produces audio-visual and print materials. In partnership with professional organizations, the Division also coordinates and carries out training programmes for journalists combining skills training with orientation on human development issues. The Division is also responsible for promoting education for development in both industrialized and developing countries.

Organization of the Division

The Division consists of the Director's Office, including a Support Services Unit and a Global Communication Fund Unit; the Editorial, Publications and Photo Section; the Media and Emergency Section; the Radio, Television and Film Section; and the Education for Development Section.

Director's Office

The Director's Office provides overall guidance on policy matters to the substantive services and information staff based at Geneva, Sydney, Tokyo and country and regional offices; oversees UNICEF relations with the media; coordinates activities with other headquarters Divisions and with GCO such as

the opinion poll initiative and the Images Task Force; prepares overall information work plans; organizes information workshops for National Committees and collaborates with regional offices on regional information/communication meetings; supervises cooperation in information matters with National Committees and field offices. The office maintains lines of communication with counterparts in other agencies and identifies opportunities for collaboration on joint information and education for development projects, in particular through the Joint United Nations Information Committee.

In addition to overall responsibility for the Division's work, the Director also supervises the work of the Media and Emergency Section and the Education for Development Section, as well as the Information and Education for Development Section at Geneva. The Director chairs the Information Products Committee and the Programme Publications Committee. The Deputy Director supervises the Editorial, Publications and Photo Section, the Radio, Television and Film Section and the Support Services Unit and serves as Secretary of the Global Communication Support Committee.

Support Services Unit. The Unit provides administrative services in the Division. It monitors the administrative budget and programme funds for publications; prepares budget submissions; controls and certifies expenditures, including consultants' emoluments; counsels on and monitors personnel policies and procedures; makes contractual arrangements for corporate and individual special service agreements and short-term contracts; and provides other administrative services. It also prepares divisional training plans.

Global Communication Fund Unit. Under the supervision of the Deputy Director, the Unit manages the Global Communication Support Fund and serves as the secretariat of an interdivisional committee which sets guidelines for the allocation of funds and approves funding requests. The objective of the Fund is to promote innovative communication projects in support of UNICEF programme goals that have a broad geographical impact and can serve as a model for other countries or regions. Through the activities it supports, the Fund facilitates the transfer of knowledge from North to South.

Editorial, Publications and Photo Section

The Editorial, Publications and Photo Section plans, conceptualizes, writes, edits and produces public information material for hard copy and electronic dissemination. It provides research, editorial and distribution support to The State of the World's Children report and The Progress of Nations. It is responsible for the publication of the UNICEF Annual Report, Facts and Figures and the quarterly First Call for Children, including their design, copy-editing, translation and other pre-printing processes. It coordinates and edits human interest feature articles from the field for use by National Committees, field offices and the media. The Section also reviews publications produced by GCO for consistency and political balance. The Section acts as a resource for reference and research for National Committees, field offices, institutions, the media and the general public and contributes to and helps maintain an information exchange between National Committees and field offices. The Section has established databases for electronic dissemination of texts such as press releases, information notes and final texts of publications and is introducing the Contact Data Base system for hard copy distribution.

The Section also coordinates black-and-white and colour photography. It contracts with professional photographers to cover UNICEF programmes and emergency activities. It maintains an extensive photo library and distributes photographs to National Committees, other headquarters, regional and field offices, NGOs and the media. It also provides photo-related advice and assistance to National Committees and field offices, and is currently setting up an image data base to improve its services to them.

Media and Emergency Section

The Section promotes the interests of children world wide through advocacy with the media, working to make children's issues part of the mainstream. It plans and coordinates global media strategies, major international news conferences, seminars and other media events to draw public attention to issues concerning children. It advises field offices and National Committees on media relations, is responsible for the development of information strategies for covering emergency situations and helps to develop coordinated approaches to the handling of public issues involving UNICEF. The Section provides guidance to UNICEF staff on sensitive and political issues and works with other sections, offices and committees to devise and implement media strategies for the launching of The State of the World's Children report and other advocacy initiatives. It maintains day-to-day relations with the United Nations press corps and foreign correspondents based in the United States and organizes visits to the field by members of the international media. It also devises long-term media initiatives, conducts background briefings for selected journalists and puts out a weekly "Newsflash".

Radio, Television and Film Section

The Section disseminates information on children's issues through its productions and co-productions with broadcast networks and National Committees; promotes audio-visual training and capacity-building, as well as the International Children's Day of Broadcasting (see below); and organizes satellite transmission of major UNICEF news conferences. The Section works with global satellite broadcasters such as CNN, StarTV and BBC World Service Television to inform millions of viewers about children's issues around the world.

The Section produces human interest audio-visual material on UNICEF activities, including full-length video programmes, video news releases, background footage reels and public service announcements for use by UNICEF staff, National Committees, broadcasters and NGOs. The Section also provides various post-production services to National Committees and country offices. It maintains a catalogue listing a wide range of broadcast-quality footage that National Committees and field offices can use to produce videos and to respond to requests from broadcasters.

The Section helps field offices to deliver better programme services through innovative media projects such as animation, soap operas and developmental children's television. Through a new information and communications management training project, the Section will continue to develop the broadcast expertise of country offices and National Committees.

The Section also encourages television and radio stations world wide to take part in the International Children's Day of broadcasting - a day in December when television and radio stations all over the world devote air time to programmes for and about children. The Day raises awareness of children's issues and helps to create a global alliance of broadcasters for children.

Education for Development Section

The Section, with components in both Geneva and New York, is responsible for supporting and giving guidance to educational activities that promote global solidarity, peace, tolerance, social justice and environmental awareness. It does so by applying the principles and methods of education for self-empowerment and active community involvement to more traditional educational contexts, such as schools, youth clubs and teacher-training institutions.

The Section works primarily with the education officers of National Committees in industrialized countries. Through the regional offices, it also extends outreach to educators in developing countries working in similar areas.

Its programmes include the development of special strategies for training, teaching and communication, which incorporate the principles of education for development; the organization of workshops for teachers, youth facilitators, trainers and curriculum planners in those principles and methods; the production of education materials that exemplify the application of education for development in a variety of contexts; and the initiation of special projects in education for development, especially those that require the collaboration of two or more National Committees or of National Committees and UNICEF field offices. Through its Geneva office, the Section also provides a number of ongoing support services to National Committees and NGOs, including information about relevant printed and audio-visual material, a clearing-house for material between National Committees and the publication of EDev News, a newsletter that appears three times a year.

Division of Public Affairs

General functions and responsibilities

The Division of Public Affairs is responsible for advocacy on behalf of children and women and galvanizing action by UNICEF partners and allies leading to the achievement of the goals set by the World Summit for Children, including implementation of the Convention on the Rights of the Child.

The Division works to guide, service and strengthen the organization's main partners, the National Committees, and to build systematic collaboration with networks of international NGOs, intergovernmental organizations, parliamentarians, religious corporate and municipal leaders, celebrities, children, youth and other influential constituencies. The Geneva Office functions as an outreach office for the external relations divisions, with its Director reporting to the Director of the Division of Public Affairs. Public affairs functions at the Geneva Office include support to National Committees and NGOs, work relating to the Convention on the Rights of the Child, special events and work with intergovernmental organizations, parliamentarians and religious leaders.

The Division of Public Affairs, both in New York and Geneva, monitors the development of emerging social and/or political issues as they affect children; helps to evaluate the role of UNICEF in these areas; provides overall coordination and guidance to the contributions of Goodwill Ambassadors and other UNICEF celebrity supporters; and is responsible for developing the advocacy component of all UNICEF events. In fulfilling its advocacy function, the Division seeks and develops alliances with wide-ranging coalitions of social, political and economic development interest groups and movements to build ever broader child support and protection networks. The Division capitalizes on opportunities offered by such events as the World Conference on Human Rights and such specialized initiatives as the "Baby-Friendly" Hospital Initiative (BFHI), to accelerate progress in meeting UNICEF goals.

The Division works closely with targeted constituency groups and key opinion leaders to galvanize their support at global, regional and national levels and to develop opportunities for their cooperation in programme delivery and advocacy outreach. In addition, the Division provides policy guidance and advice to country offices in the establishment of new support entities for children, while continuing to strengthen collaboration with National Committees.

The Division serves as the corporate focal point for follow-up activities to the World Summit for Children's Plan of Action among UNICEF external partners. It provides technical assistance to other UNICEF offices concerning the Convention on the Rights of the Child and other child rights-related issues and is responsible for mobilising efforts to achieve universal ratification of the Convention by 1995. As such, it has strong linkages with the Programme Division, the Division of Information, the Programme Funding Office and GCO.

Organization of the Division

The Division consists of the Director's Office, which includes the BFHI and Operation Units, the Child Rights and Public Policy Section, the National Committee Section, the NGO Section and the Public Participation Section. The latter includes the Public Advocacy, Parliamentarians and Religious Leaders, and Intergovernmental Organizations Units.

Director's Office

The Director's Office oversees and coordinates the work of each of the Division's four sections, and through the Director of the Geneva Office, provides guidance concerning public affairs functions performed by that office. The Director and Deputy Director provide direct support to the Office of the Executive Director in strengthening UNICEF cooperation with external partners and are responsible for coordinating the mobilisation component of such accelerated activities as the baby-friendly hospital initiative (BFHI) and the Iodine Deficiency Disorder (IDD) initiative. The Director's Office serves as the focal point for the external relations divisions' mobilization and information activities in support of BFHI. The Director's Office also oversees and lends support to National Committees, the Geneva office and NGOs to advance BFHI in industrialized countries and to achieve its two goals for 1994: the designation of targeted hospitals in every country as "baby-friendly"; and action by all Governments to end the distribution of free and low-cost supplies of breast milk substitutes to hospitals and maternity wards.

Child Rights and Public Policy Section

The major role of UNICEF in the promotion of the Convention on the Rights of the Child and its cooperation with other advocates and United Nations agencies, particularly the Centre for Human Rights, has led to the development of a major new area for advocacy and programme support. Child rights will be a platform for global advocacy in the 1990s and one of the foundations for sustaining progress towards the UNICEF programme goals. During the next biennium, the Child Rights and Public Policy Section will continue to serve as the corporate focal point for the Convention and related issues. This includes the development of an electronic data base to help field offices support Governments in ratifying and/or implementing the Convention.

The Section also serves as the coordinating office responsible for public education and technical support for the Convention, in addition to acting as secretariat for the interdivisional consultative group established by the Executive Director to prepare the role of UNICEF in supporting the implementation of the Convention at the country level.

National Committee Section

The National Committee Section, with the assistance of the National Committee Operational Support Section in Geneva, serves as the divisional focal point for National Committees on matters related to UNICEF policy as it pertains to the Committees, general advocacy and public participation. In addition, the Section provides policy support for fund-raising and advocacy activities of the National Committees through the provision of information on UNICEF programmes and the coordination of contacts with UNICEF field offices. It also provides support in the area of information resources management in order to strengthen the Committees' communications capacity. The Section provides support to the Standing Group of National Committees in the organization and implementation of the Annual National Committees' meeting and other workshops and forums. It serves as the UNICEF focal point for collaborative designing of work plans with National Committees and provides necessary guidance and assistance to Committees as requested. It also provides guidance and assistance with regard to the establishment of new National Committees, as appropriate.

During the 1990s, the Section will place particular emphasis on strengthening UNICEF collaboration with National Committee partners (volunteers, NGOs, parliamentarians and others) in providing policy guidance and operational support for the mobilisation of follow-up activities to the World Summit for Children. It will cooperate with the Programme Funding Office in instituting a country approach to UNICEF cooperation with National Committees and develop a framework for cooperation with new support entities for children.

The National Committee Operational Support Section in Geneva functions as an integral part of the Division and coordinates with the National Committee secretariat all activities regarding National Committees in Europe. It serves National Committees in areas related to UNICEF strategies and new developments and ensures the inclusion of special events such as the World Summit for Children in the work plans of the National Committee. Work profiles of National Committees and their individual requirements serve as the basis of the section's operational support function. The Section maintains liaison with New York and field offices regarding specific inquiries by National Committees, analyses work

plans and annual reports of National Committees and provides comprehensive comments on both. The section provides guidance and assistance with regard to the establishment of new National Committees, as appropriate. The National Committee Section in New York is responsible for liaison with all non-European National Committees.

Non-Governmental Organization Section

The Section provides overall guidance in the creation of UNICEF policy on NGOs and develops new areas of UNICEF/NGO cooperation. The Section is responsible for overall coordination, planning and ongoing liaison with international NGOs, with the assistance of the NGO Liaison Unit in Geneva. It works closely with the Executive Director's Office, other headquarters Divisions and regional and country offices to stimulate and sustain UNICEF/NGO programme collaboration and to expand UNICEF advocacy networks in support of UNICEF global priorities. It coordinates the participation of NGOs in major advocacy thrusts including, in particular, the Convention on the Rights of the Child and the Summit Plan of Action.

The Section serves as the initial point of contact for international NGOs seeking information about UNICEF programmes and priorities and facilitates their access to appropriate UNICEF focal points. It also functions as an information conduit to country offices and National Committees seeking closer collaboration with national affiliates of international NGOs as well as funding support by NGOs for achieving the goals set by the World Summit for Children.

The New York and Geneva offices have primary responsibility for support and cooperation with the 184-member NGO Committee on UNICEF, including the activities of the NGO Committee working groups.

Public Participation Section

The Public Participation Section works to mobilize networks of specific constituency groups and is responsible for devising an overall strategy for raising social consciousness on behalf of children through the promotion of UNICEF objectives with influential groups and mobilization of support. This involves working with political leaders and Heads of State, on both an individual and country basis, and ongoing liaison with the Organization of African Unity (OAU), the Commonwealth, the Non-Aligned Movement, the Francophone Summit and others.

The rapid acceleration of UNICEF cooperation with decision makers and government and religious leaders, as well as those from the arts, has required the Division of Public Affairs to intensify its outreach to these important groups for 1991 and beyond. The Section has primary responsibility for developing cooperation with artists and intellectuals, parliamentarians and religious leaders and public personalities.

In order to accomplish those goals, the Public Participation Section is organized into the following three units: Public Advocacy Unit; Parliamentarians and Religious Leaders Unit; and Intergovernmental Organizations Unit.

Public Advocacy Unit. The Unit plans and arranges advocacy for special events and advocacy outreach at fund-raising events and coordinates appearances and missions of Goodwill Ambassadors, Special Representatives for the Performing Arts and Sports and other celebrity supporters. It also assists in the creation of national support groups of artists and intellectuals throughout Africa and globally. The unit works closely with the Division of Information to coordinate media opportunities.

The major thrusts of the Public Advocacy Unit will be its continuing work with UNICEF Goodwill Ambassadors and other spokespersons and support to special event advocacy opportunities, in addition to intensifying its outreach to artists and intellectuals, with the goal of mobilizing their support for country programme priorities, UNICEF concerns and Summit follow-up activities. The Unit works closely with country offices and National Committees to expand the organization's network of national celebrities and spokespersons, including children and youth spokespersons.

Parliamentarians and Religious Leaders Unit. The Unit focuses on advocacy with parliamentarians and religious organizations at global, regional and national levels to foster their support and partnership for the cause of children. This work is accomplished in consultation with National Committees and regional and country offices.

The Unit is also responsible for coordinating advocacy activities with religious and spiritual leaders, mayors and municipal organizations. The new UNICEF partners play a key role in promoting a new ethos and the concept of a "first call" for children, as well as being vigilant concerning children's rights and well-being.

These initial efforts enable UNICEF to reach more directly parliamentarians, religious and municipal leaders at the national level. The priority for the Unit over the next few years will be to provide additional support to field offices in order to build upon this foundation and to integrate advocacy with parliamentarians and religious and municipal leaders into the country programmes.

Intergovernmental Organizations Unit. The Unit has led UNICEF and the Division's work with intergovernmental organizations and forums. Most significant among these have been OAU, the Movement of Non-Aligned Countries, the Commonwealth, the South-South Summit and the Francophone Summit, which have produced several declarations of support and resolutions for action in UNICEF priority areas. The development of these networks has secured support for UNICEF programmes at the highest political level. In the years ahead, the work of the Unit will give considerable attention to building momentum towards the ratification and implementation of the Convention on the Rights of the Child and sustained follow-up to the World Summit for Children.

Greeting Card and related Operations

General functions and responsibilities

The Greeting Card and related Operations (GCO) was established by the Executive Board in 1951 as an integral part of UNICEF. Its mission is to raise

funds for UNICEF from the private sector in cooperation with National Committees for UNICEF, UNICEF field offices and other partners; to increase people's awareness of UNICEF, its aims and activities; and to give them the opportunity to take part in the work of UNICEF.

The GCO mandate encompasses two income-generating areas - greeting card and other product sales and private sector fund-raising - which aim to maximize income for UNICEF from the public at large. GCO is also responsible for the UNICEF graphic identity and corporate partnership guidelines, which are designed to present a consistent and unified image of UNICEF to the world, and for coordinating UNICEF exhibitions and promotions.

GCO provides support to National Committees, UNICEF field offices and other partners in their efforts to generate funds for UNICEF from the private sector. GCO:

- (a) Designs, develops and manufactures greeting cards and other products for sale by sales partners world wide, identifies product licensing opportunities and establishes UNICEF sales policies and procedures;
- (b) Develops a wide range of marketing communications materials, including catalogues, direct mail, advertising, promotional items and point-of-sale materials for use by sales partners;
- (c) Develops marketing objectives, strategies and action plans as part of the annual work plan and budget developed in cooperation with sales partners;
- (d) Provides additional sales support and training through its regional sales managers, as well as market research assistance;
- (e) Assists National Committees and UNICEF field offices in the development, testing and implementation of a wide range of private sector fund-raising programmes and explores new opportunities for raising funds from the private sector;
- (f) Coordinates international and transnational fund-raising events and provides technical support to National Committees and UNICEF field offices in the development of special fund-raising events at the national level;
- (g) Develops a variety of fund-raising, advocacy, promotional and exhibit materials for use by National Committees, UNICEF field offices and other partners;
- (h) Provides training, guidance and technical support in the areas of all card and other product sales, private sector fund-raising, special fund-raising events and operations and finance;
- (i) Serves as focal point for the UNICEF graphic identity and corporate partnership guidelines;
- (j) Coordinates with other UNICEF divisions such as the Divisions of Information, Public Affairs and Financial Management, the Programme Funding Office and Programme Division in the development and implementation of annual external relations and fund-raising work plans.

Organizational structure

GCO is comprised of the Director's Office and three functional groups - Product Line and Marketing, Private Sector Fund-Raising and Operations and Finance - each of which is headed by a Deputy Director. The Director is responsible for all GCO activities world wide. The Director's Office is also supported by the GCO Personnel Unit.

A significant number of GCO staff are based in Geneva, allowing GCO to be close to the National Committees in Europe, which generate a substantial portion of UNICEF private sector income. All three of the GCO functional groups are represented in Geneva. The Deputy Director, Product Line and Marketing, is based in Geneva and has global responsibility for this entire area. The staff, which also includes several section chiefs, provide marketing, fund-raising, operational and financial management support to National Committees, UNICEF field offices and other partners world wide.

In addition to its New York and Geneva locations, GCO operates four regional production and distribution centres in Secaucus, New Jersey, United States; Rio de Janeiro/Sao Paulo, Brazil; Singapore; and Huningue, France.

Product Line and Marketing Group

The Product Line and Marketing Group is headed by a Deputy Director and is comprised of three sections: Product Development, Market Development and Market Research. This group provides secretariat support for the annual greeting card workshop for National Committees, as well as for the four regional greeting card workshops for UNICEF field offices.

The Product Development Section is responsible for the design, development, and manufacture of the UNICEF card and product lines world wide, as well as for identifying opportunities for product licensing. This section is comprised of three units: Card Development, Product Development and Licensing.

The Market Development Section is responsible for providing sales, marketing and service support to National Committees, UNICEF field offices and other sales partners. The Section is comprised of three units: Sales Development; Promotional Support; and Forecasting, Order and Distribution.

The Market Research Section performs market research and analysis in support of product and market development efforts and private sector fund-raising activities in cooperation with National Committees, UNICEF field offices and other sales partners.

Private Sector Fund-raising Group

The Private Sector Fund-raising Group is headed by a Deputy Director and is composed of three sections or units: Fund-raising Support; Fund-raising Materials and Special Projects.

The Fund-raising Support Section provides support, advice and, when desirable and upon request, guidance to National Committees and UNICEF field offices in the development of their fund-raising plans, programmes and activities. These include direct mail campaigns; mass appeals through print and

electronic media; major gifts such as legacies and bequests; corporate partnerships such as joint promotions, cause-related marketing campaigns, payroll deduction programmes and the "Change for Good" collection programme; special fund-raising events such as radiothons, telethons and sports events; and other fund-raising activities such as lotteries and National UNICEF Day promotions. In addition, this section administers the Fund-Raising Development Programme and also provides secretariat support for the Annual Workshop on Private Sector Fund-Raising and for the biannual meetings of the Working Group on Private Sector Fund-Raising.

The Fund-Raising Materials Unit develops special packages of material on UNICEF-supported programmes, themes and emergency activities for use by National Committees and UNICEF field offices in their fund-raising efforts. The Unit also develops a variety of other fund-raising materials such as the "Review of the Year" and the Pocket Diary. Additionally, the unit coordinates fund-raising training for National Committees and UNICEF field offices.

The Special Projects Section oversees the development of promotional, advocacy, exhibition and multimedia materials for UNICEF for use by headquarters, National Committees and UNICEF field offices and ensures the uniform application of the UNICEF logo and identification standards on all UNICEF materials. The Section also directs the work of the GCO Design Studio, the UNICEF House Visitor's Centre and the UNICEF House Gift Shop.

Operations and Finance Group

The Operations and Finance Group is headed by a Deputy Director and is comprised of three sections (Operations, Finance and Administration, Management Information Systems), two production centres (in Brazil and Singapore) and a Planning and Coordination Unit.

The Operations Section is responsible for overseeing the purchase and/or production of all UNICEF products, services, equipment and materials, as well as for quality control, warehousing and shipping. It is comprised of three units: Production; Logistics; and Procurement.

The Finance and Administration Section is responsible for the budget, accounting and administrative functions of GCO; for producing the GCO financial reports; and for providing financial management support to National Committees, UNICEF field offices and other sales partners. The Section is comprised of two units: Budget, Reporting and Administration; and Financial Accounting.

The Management Information Systems Section is responsible for developing, implementing and maintaining global systems and procedures to enhance organizational efficiency and productivity, for supporting office automation and information processing functions in GCO and for assessing and helping to improve the technical capabilities of National Committees and UNICEF field offices.

The Production Centres in Brazil and Singapore are responsible for producing and/or purchasing, warehousing and distributing cards and other products for the Latin American and Caribbean and Asia regions, respectively. These centres also provide assistance in sales, private sector fund-raising and handle financial and administrative matters on behalf of GCO. The Production Centres report directly to the Deputy Director, GCO (Operations and Finance).

Special management committees

The GCO Management Committee is comprised of the Director and the three Deputy Directors and works to strengthen management control and coordination in GCO by monitoring progress against agreed-upon objectives and work plans. The Committee sets and monitors the implementation of GCO corporate goals, reviews budgets and financial results and discusses policy proposals, human resource matters and other general management issues. Its members maintain close relations with National Committees and UNICEF field offices and consult with them especially during the work-planning process.

The GCO Budget Committee is chaired by the Deputy Director for Operations and Finance and comprises representatives from each of the functional groups. It advises and makes recommendations to the Director with regard to: the allocation and reallocation of human and financial resources and monitoring of their effective utilization; budget guidelines, scheduling and policies; the consolidated budget, based on submissions received from each functional group; and organizational structures including all categories of staff.

Works of art for use in UNICEF card and product designs are recommended annually by the UNICEF International Art Committee, which consists of the Director, who serves as Chairman, and numerous professionals and National Committee representatives from all over the world who have art, design, marketing and regional expertise as well as a knowledge of UNICEF, its values and its work.
